

**ASSEMBLY COMMITTEE ON ACCOUNTABILITY  
& ADMINISTRATIVE REVIEW**

**STEPS FOR IMPLEMENTING A PERFORMANCE MEASUREMENT PROGRAM**

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1. Strategic planning process
  - Define mission (why does this agency exist?) & goals (what is the desired result?)
  - Identify mandates
  - Assess organization *and identify barriers*
  - Identify objectives (what specifically do we need to accomplish and when?)
  - Develop plan (what are the key steps for each objective?)
2. Develop performance measures
  - Facilitate internal organizational outreach
  - Identify sources of input (management, staff, & stakeholders)
  - *Synchronize functional/logistical measures*
  - Establish targets
  - Develop system to monitor and track measures
  - Refine and prioritize; implement only most valuable measures
3. Review performance
  - Analyze data
  - *Audit ("spot check") and analyze quality of measures*
  - *Benchmark performance with comparable state agencies and private sector*
  - Determine if changes in performance measures are necessary
4. Evaluate & Revise plans
  - Evaluate action plan
  - Evaluate strategic plan (periodically)
  - *Realign resources in response to performance information*
  - *Institute incentives for positive performance*
  - *Reevaluate mandates including costs and benefits*
5. Transparency
  - Summarize and publish assessment of organizational performance